

## **Job Description**

### **Element Care Chief Executive Officer**

#### **The Opportunity**

Element Care is a highly respected non-profit organization, viewed as one of the best programs of its type in the nation. Funded by Medicare and Medicaid, Element Care's mission is to help older, low-income adults live safely and comfortably in their homes and communities for as long as possible, through programs that provide high-quality, community-based healthcare, psycho-social services, and housing opportunities. The agency views its strong foundation of past success as a platform, at this point, for future opportunities to further improve its reach and its impact on lives.

Element Care's CEO, Bob Wakefield, is retiring after 16 years of successful leadership. The Board and staff seek a strategic and visionary leader with a profound belief in and commitment to the mission. Element Care is extremely well-positioned to meet current and future goals: it has a clear mission, a dedicated and committed staff, and excellent programs, with established and new strategic partnerships and initiatives underway. Through creative innovation and smart business practices, the new CEO will maintain the quality of service and financial stability of the organization while continuing to increase its reach, build upon successful program models, and develop new initiatives.

#### **Organizational Overview**

Founded in 1994, Element Care was established through a joint venture between Lynn Community Health Center and Greater Lynn Senior Services to bring the Program for All Inclusive Care for the Elderly (PACE) to older low-income adults in Lynn. To further expand its mission and reach, in 2004 the organization partnered with Commonwealth Care Alliance (CCA) to offer Senior Care Options (SCO), a new integrated health plan offered by MassHealth.

Both PACE and SCO programs are designed to provide comprehensive, integrated, and coordinated medical, social, and long-term services and supports to older adults most often eligible for both Medicare and Medicaid.

The PACE program provides care through a centralized interdisciplinary team of employed professionals at Element Care owned adult day health centers. For healthcare services not provided directly at its centers, the organization, as a health plan, pays for services provided by a contracted network of community-based providers and vendors.

The SCO program operates a care management model using registered nurse case managers (RNCM) to coordinate community-based care provided by CCA's contracted network providers. RNCMs also provide utilization management to ensure SCO members receive the highest quality care at the lowest cost through a managed mix of medical care and long-term support services.

For 30 years, Element Care has provided the highest quality comprehensive healthcare to thousands of the State's most at-risk older adults. Today, it serves 1000 PACE participants and 2000 SCO members across 51

communities on the North Shore, Merrimack Valley, and soon, a new location in Brighton, Massachusetts. It has also partnered with Edenbridge Health PACE to open Washington DC's first PACE program.

The clients served by Element Care's PACE and SCO programs are racially, ethnically, and socio-economically diverse and speak a multitude of languages, including Spanish, Russian, Khmer, Haitian, Armenian, and Arabic. The organization is committed to ensuring diversity in its workforce to better reflect the communities it serves, enhancing its critical healthcare services to historically underserved populations.

Element Care is continuously striving to create new, modern approaches to an increasingly changing healthcare ecosystem. A few examples of innovation include:

- Community nursing and home health program created in 2016 to create more efficient and effective homecare and, ultimately, a team well prepared for rapid response to COVID.
- Integrated EHR, Claims Management, Fiscal, and Data Systems to improve reporting, outcomes, utilization, risk scores, and revenue.
- Continually advancing its care delivery model to incorporate best practices and offer participants the safest, most effective, and efficient care possible. An example is the recent restructuring of the process for managing patient medication, to enable nurses to devote their time to nursing.
- Assisted Living, Nursing Home, Adult Day Health, Community Physician contracting effectively turning "competitors" into partners for collaboration, cost savings, and improved outcomes.
- Significant inroads have been made in using technology to directly support members.

#### **Housing and Healthcare Integration: "Housing is Healthcare"**

Recognizing that safe, secure housing combined with access to quality healthcare are critical social determinants of health, Element Care's visionary integration of health care services with housing is one of its most profound innovations.

Understanding this connection many years ago and constrained by regulations that prohibit PACE programs from providing housing, Element Care sought partnerships with like-minded housing providers. Integrating affordable housing with PACE services in the home has ensured housing residents/members have safe, affordable housing and ready access to high-quality healthcare and most of the other social determinants of good health (which include economic stability, education, socialization, transportation, and nutrition).

Currently Element Care is collaborating with 2Life Communities and the YWCA Greater Newburyport to develop 500 new affordable senior housing units in three locations. PACE Centers will be located in each of the new buildings, offering residents easy access to supportive, consistent, continuum of health care services. These projects are underway and will be completed over the next 18 months. The first one will open in June 2024.

Element Care is in a solid financial position with a strong balance sheet and healthy reserves. The PACE and SCO programs are funded differently. Element Care PACE receives a monthly per member per month payment from Medicare and Medicaid. The PACE program is a full risk, capitated program, which means that the organization must pay all healthcare-related expenses and claims. The remainder of revenue, after expenses are paid, covers operating and administrative expenses. Element Care is a contracted provider to Commonwealth Care Alliance (CCA) and receives a monthly payment to provide care management services to CCA's enrollees in the area. In 2022, the PACE and SCO programs together generated \$100M in revenue with \$10M in net income. The majority of Element Care's revenue is generated by its PACE program.

More information about Element Care can be found at: [www.elementcare.org](http://www.elementcare.org)

## **Challenges and Opportunities**

As Element Care embarks on its next stage, much will endure. The core mission and unwavering dedication to supporting a vulnerable, multicultural, and diverse community will remain central to its ethos. It will continue to operate in an unpredictable, fast-changing healthcare environment. Such an environment will present both internal and external challenges and opportunities.

### **Challenges:**

- Viewed as an innovative, high performing organization within the professional and regulatory community, but is not well known in the communities it serves.
- The SCO program is not as well-known as PACE.
- Uncertainty regarding the direction of policy and a growing regulatory burden create risk and unpredictability which could impede growth.
- Leadership and staff are stretched to meet current responsibilities and are anxious about their ability to handle future commitments, particularly in new geographies.
- Recruitment and retention of a skilled, dedicated staff is an urgent priority.
- The competitive environment is intensifying as more organizations enter the market.
- Massachusetts Medicaid payment rates are exceptionally low, giving urgency to the need to advocate and negotiate around fair reimbursement.
- Although Federal and State policy makers are more supportive of PACE and SCO growth, no comprehensive legislation is envisioned.

### **Opportunities:**

- Integration of healthcare with housing is viewed as the model of the future for PACE, providing more ease of service.
- Leverage marketing of the housing integration model to attract new participants.
- Make the PACE services model available to clients 24/7 with new technology, programming, and service delivery models.
- Diversify revenue sources to enhance growth and financial health given Element Care's reliance on government payers for most of its revenue.
- Focus on opportunities to improve client experience by effectively meeting the needs of culturally diverse PACE communities.
- Create and enrich programming with the cultural and language skills needed, as the PACE populations become increasingly diverse and continue to expand.

## **The Chief Executive Officer Role: Scope and Responsibilities**

The Chief Executive Officer is a highly visible leadership position for an experienced professional with proven success leading fast-paced, multifaceted organization(s) with complex administrative, operational and service demands. The Board and Staff are looking for a strategic, creative and energetic leader with knowledge and experience in health care and/or community-based elder services, including housing, and organizational growth. The new CEO will be an advocate and visionary, with a passionate and profound belief in the organization's mission.

Element Care will continue to be a model of community health care for low-income elders recognized for its program excellence, leadership in the policy arena and collaborative partnerships, including housing. Building on the organization's past successes and its important mission, the new CEO will use smart, innovative business practices and adaptability to enhance and expand services and impact.

Reporting to the Board of Directors, the CEO will work with the Board to set strategic direction, facilitate growth, ensure quality and financial sustainability, and enhance capabilities. Ultimately, they will be accountable for the organization's overall management and performance. In these unsettled times, the CEO will serve as Element Care's champion and an advocate for community elder care by cultivating and strengthening trusting, open communication and collaboration with myriad stakeholders. Stakeholder groups who are key to programmatic success include government officials and community leaders, business and medical communities, and the neighborhoods the centers serve.

### **Key responsibilities**

#### ***Lead the organization in developing a vision for the future and translate it into action***

- Work with the Board and staff to develop a strategic plan, create short- and long-term goals, and ensure priorities are achieved
- Leverage sustainable business practices to further the mission and ultimately to expand access to services for elders in the communities served
- Cultivate a connection with Element Care staff, inspire them in their daily work, and support them through a time of transition and growth

#### ***Continuously improve and strengthen Element Care's organizational capacities and capabilities – its systems, staffing and business processes – as it continues to deliver quality services to a diverse and growing population***

- Build respectful and trusting relationships with the Board and with clinical, operational and frontline staff; and oversee operations in a way that realizes the mission, ensures excellence, and encourages innovation
- Cultivate and empower a high-performing senior leadership team that works well together
- Evaluate organizational structure and roles, as necessary, to determine if they best serve longer-term needs
- Be prepared to adapt; encourage openness, flexibility and creativity in meeting the challenges associated with programmatic and geographic expansion, as well as regulatory and policy changes
- Continue to promote systems designed to improve consistency of practice and outcomes across sites
- Given ambitious growth plans and the competitive hiring environment, work diligently to retain and recruit a highly-skilled, dedicated workforce
  - Work with senior leadership to maintain and build a diverse team of talented, culturally-competent clinical, professional and administrative staff, well matched to each site's community culture and needs
  - Promote a culture of openness, fairness and inclusivity that supports staff and encourages a learning environment and excellence
  - Invest in staff development to give them the tools, skills and confidence to grow
  - Invest in and improve internal communications
  - Support and show appreciation for the clinical and administrative staff, who are integral to the success of the organization
  - Continue to leverage new technologies to support a high-performing hybrid workforce

#### ***Working closely with external partners, continue to invest in program innovation with an eye toward enhancing services for members***

- Build and structure mutually beneficial business partnerships to enhance strategic goals
- Continue to explore ways in which technology can be leveraged to improve services for members
- Continue to seek opportunities for growth and innovation

***Working in concert with the Board and senior leadership team, ensure the administrative and financial integrity of the organization***

- Establish long-term financial health by developing a sustainable plan which builds on existing revenue models, strategically assessing and developing new models and revenue streams
- Ensure compliance with all Federal and State legal and regulatory requirements by building the proper controls, and providing timely, accurate and complete reporting of financial, administrative and operational information to Federal and state authorities
- Develop agreed upon metrics to monitor and measure the financial health of the organization and its progress towards long-term financial sustainability and growth

***Serve as Element Care's champion***

- Cultivate existing and new relationships, partnerships, and collaborations committed to serving participants/members
- Participate, advocate and lead - as appropriate - discussions around health care reform and the challenges and opportunities to delivering services and programs to low-income elders
- Enhance brand visibility and recognition throughout the communities served
- Serve as a thought leader and advocate in shaping local, state and federal policy regarding elder care and health equity
- Work actively to forge a diverse range of trusting collaborations and partnerships with key stakeholder groups that are vital to performance and operations, including FQHCs and other local health care providers
- Serve as an articulate, persuasive voice and negotiate effectively in the best interests of Element Care's participants/members

***Work effectively and in partnership with the Board of Directors to strengthen Element Care's position for the future***

- Enable the Board to make decisions that best advance the organization and its mission by keeping them well informed about internal and operating performance as well as the external and environmental factors that impact opportunities and overall performance
- Leverage Board members' talents and encourage their engagement

**Initial Priorities and Expectations**

In the first 12–18 months, the CEO will be expected to:

***Create a smooth transition***

- Listen and learn: develop an understanding of Element Care, the communities it serves, and its work culture
- Maintain high performance standards, service quality, and financial and regulatory integrity

***Establish credibility as Element Care's leader***

- Cultivate and build internal and external relationships and gain the confidence of Board, staff, clinicians and key external partners and stakeholders
- Assess the organizational structure and enhance the effectiveness of the leadership team and staff
- Evaluate and address issues related to staff retention, succession and recruitment
- Focus on establishing long-term financial sustainability while maintaining short-term financial stability
- Be transparent – communicate well and frequently to all stakeholder groups through the transition and beyond

- Follow through on initiatives in progress; maintain and build on the housing + Element Care services model

## **Qualifications: A Leader by Virtue of Their Accomplishments**

### **Experience**

- A proven strategic leader with a track record of success and a commitment to Element Care's mission
- Demonstrated ability to manage a multi-faceted organization with complex operational, financial and regulatory requirements and to succeed in a capitated, risk-based enterprise
- Effective manager who can inspire, delegate, and build high-performing, collaborative teams
- Track record of successfully leading and navigating change and growth
- Adept at navigating the political, economic and regulatory landscape, with the strategic nimbleness to respond effectively to opportunities
- Experience working with individuals and groups from diverse racial, cultural, linguistic and socioeconomic backgrounds
- Track record of developing and cultivating strong, effective partnerships and collaborations with a range of external organizations
- Effective communicator with the ability to expand the agency's visibility, influence and impact
- Demonstrated success in development/fundraising and implementation of revenue-diversification strategies
- Recognized ability to envision and build new programs and initiatives
- Experience serving on or working for a board of directors; experience with non-profit boards a plus
- Knowledge of PACE and SCO programs, Medicare, Medicaid, and seniors' health and social needs
- Keen understanding of FQHCs, community-based elder services programs, healthcare systems, government relations, and the housing industry
- Proven ability to understand and ensure compliance with complex regulatory requirements

### **Personal Attributes**

- Passion for the mission and dedication to the well being of the communities and people served
- Demonstrated commitment to diversity, social justice, and health equity
- Gifted listener with strong interpersonal skills who is flexible and open to new ideas and methods
- Strong, politically savvy negotiator who can find common ground and embrace a win-win philosophy
- Able to find common ground and balance competing needs and agendas
- Respectful of the past with the ability to make positive, sustainable change
- Energetic, positive, and committed to excellence
- Recognized for integrity; thoughtful, honest and fair
- Personable, approachable, compassionate, and empathetic
- Courageous: willing and able to stand up for what is right and to make hard decisions

### **E. Catlin Donnelly & Associates is conducting the search.**

Please do not apply directly to Element Care.

**To nominate a candidate, or to apply,** forward resume and cover letter in confidence to:

E. Catlin Donnelly & Associates at [elementcare@ecdonnelly.com](mailto:elementcare@ecdonnelly.com)

*Element Care is an Equal Opportunity Employer. All qualified applicants will receive consideration for employment without regard to race, sex, color, religion, national origin, sexual orientation, protected veteran status, or on the basis of disability.*

*Element Care is committed to valuing diversity and contributing to an inclusive working environment.*